## APPENDIX XV

## COPS

Problem-Based Learning/ Police Training Officer Program

Examples of Matrix Cells by Core Competency

## EXAMPLES OF MATRIX CELLS BY CORE COMPETENCY

(Cells contain samples only, cell contents will vary by agency)

CELL A1 Substantive Topic: Non-Emergency Incident Response

Core Competency: Police Vehicle Operations

This cell may include:

Defensive driving

- Proper vehicle stops, positioning of vehicles
- Awareness of surroundings and conditions

CELL B1 Substantive Topic: Emergency Incident Response

**Core Competency:** Police Vehicle Operations

This cell may include:

• High-speed vehicle pursuits

High-risk vehicle stops and interventions

- Awareness of location and conditions during emergency
- Emergency response such as using emergency lights, sirens, radio equipment, Code-3 responses, silent procedures
- Defensive driving during these types of occasions

CELL C1 Substantive Topic: Patrol Activities

Core Competency: Police Vehicle Operations

This cell may include:

Police vehicle inspections

- One versus two officer patrol responsibilities
- Checking properties for security
- Maintaining geographic location awareness
- Patrol visibility (directed patrol)

CELL D1 Substantive Topic: Criminal Investigation

Core Competency: Police Vehicle Operations

This cell may include:

- Criminal investigation involving police vehicles
- Other issues that may apply

CELL A2 Substantive Topic: Non-Emergency Incident Response

Core Competency: Conflict Resolution

This cell may include:

Conflict resolution tactics for Non-Emergency situations, neighbor disputes, local disorder problems

Verbal judo

CELL B2 Substantive Topic: Emergency Incident Response

Core Competency: Conflict Resolution

- Responding to and defusing violent calls
- · Crisis intervention during domestic disputes

CELL C2 Substantive Topic: Patrol Activities
Core Competency: Conflict Resolution

This cell may include:

- Fostering collaboration among divergent groups
- Facilitating skills during community meetings
- · Developing interpersonal relationships
- Dealing with diverse conflict styles within the community
- Communication and dialogue with dissatisfied citizens

CELL D2 Substantive Topic: Criminal Investigation Core Competency: Conflict Resolution

This cell may include:

- Dealing with hostile witnesses and citizens
- · Dealing with inter-agency and intra-agency conflicts
- Dealing with hostile community members in investigations

CELL A3 Substantive Topic: Non-Emergency Incident Response

Core Competency: Use of Force

This cell may include:

• Proxemics (body positioning, blading, environmental)

Tactical approaches for non-emergency situations

CELL B3 Substantive Topic: Emergency Incident Response

Core Competency: Use of Force

This cell may include:

- Applying the use of force matrix/continuum
- Use of lethal and non-lethal weapons

CELL C3 Substantive Topic: Patrol Activities
Core Competency: Use of Force

This cell may include:

- · Detention versus arrest
- Maintaining and securing weapons and emergency equipment
- Communication and dialogue versus contact

CELL D3 Substantive Topic: Criminal Investigation

Core Competency: Use of Force

- Inducements to statements
- Use of force continuum and policy

CELL A4 Substantive Topic: Non-Emergency Incident Response

Core Competency: Local Procedures, Policies, Laws, Organizational Philosophies

This cell may include:

- Impounding cars, property seizures
- Municipal ordinances
- Responding to alarms
- Motor vehicle accident investigation
- Traffic violations
- Alcohol offenses
- Incidents regarding specific geographical concerns; e.g. urban versus rural policing
- Procedures for responding to disorderly conduct
- Procedures for responding to alcohol related disorder
- Procedures for responding to trespassing
- Serving court documents
- Guarding prisoners

CELL B4 Substantive Topic: Emergency Incident Response

Core Competency: Local Procedures, Policies, Laws, Organizational Philosophies

This cell may include:

- Bomb threats
- Major emergencies and disasters
- Responding to crimes in progress

CELL C4 Substantive Topic: Patrol Activities

Core Competency: Local Procedures, Policies, Laws, Organizational Philosophies

This cell may include:

- Understanding geographic responsibilities (i.e., area and beat responsibilities)
- Assisting other emergency services (i.e., fire department)
- Strategies and procedures for dealing with community support services (i.e., social services, etc.)
- Policies and regulations governing pre-patrol issues, preparing and reporting for duty
- Knowledge of local non-criminal statutes and regulations for minimizing community safety issues

CELL D4 Substantive Topic: Criminal Investigation

Core Competency: Local Procedures, Policies, Laws, Organizational Philosophies

This cell may include:

- Regulations regarding enforcement and investigation of legal codes such as drug offenses, criminal offenses, crimes against persons and property
- Effective use of forensic and other investigative strategies

CELL A5 Substantive Topic: Non-Emergency Incident Response

Core Competency: Report Writing

- Following departmental reporting procedures
- Noting proper information on reports
- Writing clear, concise, accurate, and legible reports
- Objectivity in reports
- Appropriate language usage

CELL B5 Substantive Topic: Emergency Incident Response

Core Competency: Report Writing

This cell may include:

Application of appropriate report forms for emergency incidents

• Application of departmental administrative reports related to the emergency incident

CELL C5 Substantive Topic: Patrol Activities
Core Competency: Report Writing

This cell may include:

Maintaining accurate and legible journals or notebooks

- Maintaining and understanding criminal information bulletins
- Maintaining and engaging in legal and related field interviews

CELL D5 Substantive Topic: Criminal Investigation

Core Competency: Report Writing

This cell may include:

- Departmental regulations regarding writing reports on criminal and court related investigation
- Statement taking
- Case preparation

CELL A6 Substantive Topic: Non-Emergency Incident Response

Core Competency: Leadership

This cell may include:

· Providing leadership through service

Assisting others in solving problems

CELL **B6** Substantive Topic: Emergency Incident Response

Core Competency: Leadership

This cell may include:

- · Leadership demonstrated through service and values
- Influencing people to solve their own problems

 $CELL\ C6$  Substantive Topic: Patrol Activities

Core Competency: Leadership

This cell may include:

- Leadership activities
- Influencing people to solve their own problems

CELL D6 Substantive Topic: Criminal Investigation

Core Competency: Leadership

- Leadership activities
- Influencing people to solve their own problems

CELL A7 Substantive Topic: Non-Emergency Incidence Response

Core Competency: Problem-Solving Skills

This cell may include:

Organizational policy and procedures regarding problem-solving strategies

Assisting others in solving problems

CELL B7 Substantive Topic: Emergency Incident Response

Core Competency: Problem-Solving Skills

This cell may include:

Awareness of high-risk/low frequency crimes and community issues impacting quality of life

- Designing and developing a problem-solving approach to emergency response
- Employing traditional and non-traditional resources to identified problems and developing solutions

CELL C7 Substantive Topic: Patrol Activities

Core Competency: Problem-Solving Skills

This cell may include:

- Using strategies to scan and analyze community problems, such as crime mapping, crime analysis, CPTED, school safety audits, community surveys, and internet research
- Incorporating directed patrol and other strategies for responding to other community problems
- Mobilizing other governmental resources, community resources, and community partnerships to respond to community problems
- Understanding and implementing problem-oriented policing strategies to identify solutions to community problems

CELL D7 Substantive Topic: Criminal Investigations
Core Competency: Problem-Solving Skills

This cell may include:

- Understanding the importance of providing thorough and competent initial investigative information to investigators
- Employing traditional and non-traditional resources to identified problems and developing solutions

CELL A8 Substantive Topic: Non-Emergency Incident Response Core Competency: Community-Specific Problems

This cell may include:

- Use of neighborhood advisory boards and committees
- Governmental services that support quality of life issues in the community

Chaplain or religious services

CELL B8 Substantive Topic: Emergency Incident Response Core Competency: Community-Specific Problems

- Anticipating community-specific problems that may result in community safety or emergency response incidents
- Identifying the interrelationships and influence community problems and crime may have on neighboring beats or communities

CELL C8 Substantive Topic: Patrol Activities

Core Competency: Community-Specific Problems

This cell may include:

Urban versus rural areas

Special events such as festivals, protests, etc.

CELL D8 Substantive Topic: Criminal Investigation

Core Competency: Community-Specific Problems

This cell may include:

- Understanding the reality of community perception and influence in community crime and quality of life issues
- Using community members as a resource to build an effective collaboration when dealing with issues

CELL A9 Substantive Topic: Non-Emergency Incident Response

Core Competency: Cultural Diversity and Special Needs Groups

This cell may include:

Responding appropriately to social, economic, and linguistic differences

Dealing with mentally ill individuals

CELL B9 Substantive Topic: Emergency Incident Response

Core Competency: Cultural Diversity and Special Needs Groups

This cell may include:

Awareness of cultural or language barriers during emergency situations

• Dealing with the violent mentally ill

CELL C9 Substantive Topic: Patrol Activities

Core Competency: Cultural Diversity and Special Needs Groups

This cell may include:

- · Awareness of and participation in the local community customs and cultural events
- Responding to special needs populations
- Understanding language barriers and other cultural differences
- Developing contacts with different minority and cultural groups

CELL D9 Substantive Topic: Criminal Investigation

Core Competency: Cultural Diversity and Special Needs Groups

- Knowledge of cultural differences during investigations (i.e., poor perceptions of police by some groups from other countries)
- Knowledge of social diversity issues during investigations (i.e., dealing with people with mental illness)

CELL A10 Substantive Topic: Non-Emergency Incident Response

Core Competency: Legal Authority

This cell may include:

Knowledge of non-criminal laws such as municipal ordinances, parking regulations, fire codes, etc.

Miranda

 $CELL\ B10$  Substantive Topic: Emergency Incident Response

Core Competency: Legal Authority

This cell may include:

Knowledge and obligations of arrest authority

- Knowledge of high liability issues (i.e., fleeing felon case law)
- Miranda rules

• When to pursue, roadblocks, pursuit across jurisdictions

CELL C10 Substantive Topic: Patrol Activities
Core Competency: Legal Authority

This cell may include:

- Legal vehicle stops
- Landlord/tenant issues
- · Vehicle safety inspections
- · Legal authority for roadblocks
- Knowledge of non-criminal laws (i.e., fire codes, building codes, licensing)
- Departmental, state, and local laws regarding police misconduct

CELL D10 Substantive Topic: Criminal Investigation Core Competency: Legal Authority

This cell may include:

- Understanding legal powers for criminal investigation
- · Understanding court procedures and evidentiary rules
- Issues related to warrants, warrantless and improper searches
- Knowledge of high liability issues and case law, including the requirement for probable cause and a hearing within 48 hours for a warrantless arrest
- Procedures for handling property and evidence
- Procedures for securing scenes for court presentations
- Procedures for witness, victim, and accused persons statements

CELL A11 Substantive Topic: Non-Emergency Incident Response

Core Competency: Individual Rights

- Fair and equitable treatment based on constitutional protections
- Knowledge of individual rights of in-custody persons (i.e., duty of care may exist to provide or summon medical assistance for subjects)

CELL B11 Substantive Topic: Emergency Incident Response

Core Competency: Individual Rights

This cell may include:

Awareness of constitutional rights during emergencies

Miranda, etc.

CELL C11 Substantive Topic: Patrol Activities
Core Competency: Individual Rights

This cell may include:

Departmental and legal issues regarding profiling

Legal issues related to community notifications of sexual predators and other criminal groups

CELL D11 Substantive Topic: Criminal Investigation Core Competency: Individual Rights

This cell may include:

Knowledge of constitutional individual rights in investigations

Other issues that may apply

CELL A12 Substantive Topic: Non-Emergency Incident Response

**Core Competency:** Officer Safety

This cell may include:

Reporting location during traffic stops

- Tactical awareness during routine activities
- Awareness of persons in vicinity, body positions, etc.

CELL B12 Substantive Topic: Emergency Incident Response

Core Competency: Officer Safety

This cell may include:

- Use of equipment including firearms, handcuffs, non-lethal weapons
- Controlling the scene of an emergency
- Situational tactics such as tactical retreats
- Taking custody of violent or armed persons
- Cover and concealment
- Effective search of persons and scenes during emergencies
- Vehicle positioning during emergency situations

CELL C12 Substantive Topic: Patrol Activities
Core Competency: Officer Safety

- Using seatbelts
- Using other safety equipment (i.e., flares, traffic vests, etc.)
- Transporting prisoners
- Transporting members of the public
- Developing community partnerships to enhance officer safety

CELL D12 Substantive Topic: Criminal Investigation

Core Competency: Officer Safety

This cell may include:

• Safe handling of evidence such as weapons, body fluids, etc.

Other issues that may apply

CELL A13 Substantive Topic: Non-Emergency Incident Response

Core Competency: Communication Skills

This cell may include:

Professional and appropriate communication with the public and other police personnel

· Procedures for use of police radio and computer

CELL B13 Substantive Topic: Emergency Incident Response

**Core Competency:** Communication Skills

This cell may include:

Use of police radios

Voice control and command

Tactical communication

CELL C13 Substantive Topic: Patrol Activities

Core Competency: Communication Skills

This cell may include:

- Radio procedures
- Internal administrative reporting procedures
- Obtaining and sharing information with crime analysts
- Creating communication opportunities for fostering community cooperation, if applicable (i.e., web pages, newsletters for community meetings)

CELL D13 Substantive Topic: Criminal Investigation Core Competency: Communication Skills

This cell may include:

- · Effective writing and note taking
- Active listening
- Professional demeanor in court
- Professional demeanor when dealing with the public during investigations
- Media communication
- Knowledge of high liability issues and case law, including the restriction on release of confidential and personal medical information on arrestees

CELL A14 Substantive Topic: Non-Emergency Incident Response

Core Competency: Ethics

- Responding ethically to bribes, corruption, and abuse of power and position
- Privacy concerns with victims

CELL B14 Substantive Topic: Emergency Incident Response

Core Competency: Ethics

This cell may include:

Responding to emergencies in an appropriate manner

· Identifying inappropriate emergency responses

CELL C14 Substantive Topic: Patrol Activities

**Core Competency:** Ethics

This cell may include:

- Appropriate professional behavior on and off duty
- Substance abuse
- Balancing individual rights with the needs of the community
- Conflict of interest issues between law enforcement and the community

CELL D14 Substantive Topic: Criminal Investigation

Core Competency: Ethics

This cell may include:

Reporting internal corruption, abuse of power, or excessive use of force (IAD process)

Applying discretion during investigations in an equitable manner

CELL A15 Substantive Topic: Non-Emergency Incident Response

Core Competency: Lifestyle Stressors/Self-Awareness/Self-Regulation

This cell may include:

- Dealing with high workload
- Death notifications
- Discussing stressors with appropriate persons
- Appropriate management of time
- Proper selection of conflict resolution tactics
- Use of interpersonal skills

CELL B15 Substantive Topic: Emergency Incident Response

Core Competency: Lifestyle Stressors/Self-Awareness/Self-Regulation

This cell may include:

- Awareness of post traumatic stressors
- Ability to remain calm while under stress
- Effective personnel debriefing
- Ability to identify areas in need of improvement
- Assessing mental alertness and self-confidence

CELL C15 Substantive Topic: Patrol Activities

Core Competency: Lifestyle Stressors/Self-Awareness/Self-Regulation

- Eating habits
- Dealing with shift work
- Dealing with partners with different lifestyle habits

- Learning to establish open dialogue and communication
- Local employee assistance programs
- Awareness of public image
- Awareness of personal biases
- Realizing the impact of police actions on the community
- Create initiatives to enhance community safety

CELL D15 Substantive Topic: Criminal Investigation

Core Competency: Lifestyle Stressors/Self-Awareness/Self-Regulation

- Awareness of post traumatic stress syndrome
- Effective case management and balancing calls for service
- Ability to self-assess professionalism, competency, and fairness during investigations